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3 March 1972

MEMORANDUM FOR: Director of Personnel

SUBJECT : Overview History, 3 March 1972 Report

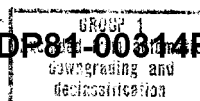
The massive retyping of the text was finished today, a week ahead of my estimate, a truly remarkable piece of work on the part of [REDACTED] 25X1A
[REDACTED] All that remains now is for me to make a Chronology (Appendix B) as requested by [REDACTED] 25X1A and complete the master index (Appendix F). At long last the end is in sight. A content list is attached as a matter of possible interest pending submission of the complete manuscript which I will have for you shortly.

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THE SUPPORT SERVICES HISTORICAL SERIES

OP - 10

PERSONNEL ADMINISTRATION
AN OVERVIEW, 1946-68

by

25X1A


Historical Staff

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FOREWORD

Historically the term personnel administration in the Federal Service conjures up visions of Civil Service clerks in green eye shades poring over official papers -- employment applications, test results, appointment, promotion, and classification actions -- for violations of Federal statutes designed to keep the service free of the spoils system and manned by competent technicians of an equal level of mediocrity. From the very beginning the exempted CIA was determined to avoid some of the rigidities of the Civil Service and to a large degree it did so despite personnel procedures and forms that in some instances were more elaborate and cumbersome than those of that service. The table of organization method of authorizing positions, for example, generated mountains of paperwork, as many as forty thousand personnel actions a year, and a mammoth personal history statement originally required in three copies put the historic Form 57 to shame. The story of that incredible paper pushing operation is only hinted at in the Overview History since it is narrated in full in the Unit Histories of the Office of Personnel. The emphasis in the Overview is more on issues and outcomes, accomplishments, and in some cases the failures, in the twenty year endeavor to develop and apply personnel policies suited to the highly diversified staff of a unique and worldwide organization. Nothing was ever simple, administratively or operationally, in the CIA, and personnel administration borrowed difficulties from both sides. Fortunately, it has been possible, by the use of oral history techniques, to record some of the differing perspectives at the various levels in the organization and to introduce the views and voices of the individuals who have been very close to the problem down through the years. Their insights and reasons as to why steps were taken or not taken, inserted into the narrative at the appropriate time and place by means of the source device, represent the main value of the Overview History to those who will carry on the work of personnel administration in the Agency.

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Remarks:

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APP. E and F were added after your editing

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